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SUBJECT: MESSAGE FROM THE SECRETARY: ALDAC/QUADRENNIAL  
DIPLOMACY AND DEVELOPMENT REVIEW

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¶1. (U) In July, I announced the Quadrennial Diplomacy and Development Review (QDDR). As I noted in my town hall meetings at the State Department and USAID, this review ? modeled in part on the Defense Department?s Quadrennial Defense Review ? is designed to be both visionary and operational. It is a comprehensive effort to identify the impact that we want to have in the changing global environment as well as the capabilities and mechanisms required to do so.

¶2. (U) The QDDR begins the critical process of analysis and change that will strengthen and elevate diplomacy and development as key pillars of our national security strategy. It aims to make our diplomacy and development tools and institutions more agile, responsive, and complementary. It will set institutional priorities and provide strategic guidance for the capabilities we need in the 21st century, the organizational structures best suited to our objectives, the most efficient and effective allocation of resources, and the best deployment models to maximize our impact on the range of challenges we face. This inaugural QDDR is just the beginning of a longer-term process to institutionalize an ethic of review, analysis, and responsiveness within our diplomatic and development agencies.

¶3. (U) Since my July announcement, we have set up a dedicated QDDR team, including senior-level experts from State, USAID, and outside the government, that has developed the scope and design of an inclusive, analytically rigorous review process. In discussions with this team and the chair and co-chairs ? Deputy Secretary Jack Lew, Policy Planning Director Anne-Marie Slaughter, and USAID Acting Administrator Alonzo Fulgham ? I have identified five areas of strategic focus for the QDDR that address the essence of how we must modernize for 21st century challenges and where I believe we can and must do better:

One. (U) Building a global architecture of cooperation: what capabilities do we need to address global challenges through partnerships and strategic engagement?

Two. (U) Leading and supporting whole of government solutions: what capabilities do we need to lead the formulation of foreign policy strategies and approaches that integrate all tools of U.S. power?

Three. (U) Investing in the building blocks of stronger societies: what capabilities do we need to implement 21st century strategies that achieve measurable, sustainable progress in security and well-being?

Four. (U) Preventing and responding to crises and

conflicts: what capabilities do we need to build and deploy an effective civilian operational capacity to address crises, conflicts, ungoverned spaces, and countries in transition?

Five. (U) Building operational and resource platforms for success: how can we develop the people, processes, and systems for flexible, responsive operations and efficient use of resources?

14. (U) This week we have set up five working groups, co-chaired by senior State and USAID personnel with broad participation from both agencies, to begin an analytical review of our capabilities and organizational structures related to each of these issues. East Asia and Pacific Bureau Assistant Secretary Kurt Campbell and Office of Development Partners Director Karen Turner will chair working group one; Under Secretary for Global Affairs Maria Otero and Acting Assistant Administrator for Global Health Gloria Steele will chair working group two; Africa Bureau Assistant Secretary Johnnie Carson and Acting Assistant Administrator for the Middle East George Laudato will chair working group three; Population, Refugees, and Migration Assistant Secretary Eric Schwartz and Acting Assistant Administrator for the Bureau for Democracy, Conflict, and Humanitarian Assistance Susan Reichle will chair working group four; and Director of FSI Ruth Whiteside, Senior Advisor to Deputy Secretary Lew Jeannemarie Smith and Deputy Assistant Administrator for Management Sharon Cromer

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will chair working group five.

15. (U) These working groups will examine how we address each of these challenges, where we do it well, where we fall short, and what capabilities we need to do a better job. Two other working groups charged with analyzing the global context in which we are conducting this review and laying out the policy guidance that will serve as the framework for our analysis are already underway.

16. (U) I have asked each Assistant Secretary to take personal responsibility for ensuring the QDDR process is made a priority in his/her bureau. USAID has created an internal task force to coordinate communication, input, and participation, and I would like each embassy and USAID mission to coordinate together in identifying an appropriate person or group who can serve as points of contact in the field. The QDDR is a joint State/USAID effort, and I want that to be reflected at every level in Washington and in the field.

17. (U) In the coming days, the QDDR team will follow up with specific questions and means by which you can provide input on the scope of the QDDR. We have already received QDDR comments and suggestions from many of you on the Sounding Board website, and I encourage you to keep using this resource as other internet venues accessible to both State and USAID personnel are developed. Ultimately, we anticipate having a structured process in place that plugs State and USAID personnel into the effort both formally and informally at every step of the review. Our goal is to have the review completed by next summer, with interim analysis completed in time to help us shape the 2012 budget process.

18. (U) The challenges we face as a nation and as agencies are enormous. We must be sure that we are organized and functioning as efficiently and effectively as possible to meet them. Reform needs to be part of our regular business plan, not just a slogan that we invoke on special occasions. I believe the QDDR puts us on the right path and will give us the tools we need to

achieve our goals. I am counting on each of you to help us succeed.

19. (U) Minimize considered.  
CLINTON